ISSUE #1

PERSPECTIVES

A PUBLICATION FOR THE MEMBERS OF THE ASSOCIATION OF FRATERNITY/SORORITY ADVISORS

RETHINKING PREVENTION
FOR GREEK ORGANIZATIONS

| Kimberley Timpf

WITH A LITTLE HELP FROM MY FRIENDS
ADVICE AND LESSONS LEARNED AROUND ALCOHOL PREVENTION

| Jason R. Kilmer, Ph.D.

afa

LETTER FROM THE PRESIDENT

This edition of Perspectives focuses on the extensive topic of alcohol prevention. How many times in our work do we have a conversation about the use of alcohol? How many times do we get a conduct report that references the involvement of alcohol? Many of my hazing reports include alcohol, and the hazing death I experienced on my campus seven years ago involved alcohol, as well.

There are many voices in the conversation surrounding alcohol. I was at a conference recently with several who mentioned the drinking age was 18 when they were in college. While discussing the changing times, they felt alcohol was not as much of an issue then as it is in present day. They theorize that because it is something forbidden by law or policy it makes alcohol more coveted and, certainly, more underground.

In bringing together these many conversations, great minds can create best practices and challenge misperceptions. This conversation is certainly not new; FIPG is 30 years old. That is older than many of our members in AFA! Despite all that history, things are far from stagnant. As AFA President, I want to ensure your voice is represented as these conversations move forward. So, I hope you were able to participate in the recent FEA survey about FIPG.

Additionally, the NIC is piloting a new social program. NPC held a meeting to discuss how women can be part of the solution to our most high-risk problems. Some individual organizations have implemented alcohol free housing, and others are looking to join them. Campuses like mine are creating substance free housing options, requiring completion of Alcohol EDU, and creating student groups and housing options for undergraduates in recovery. Both campuses and individual organizations are adopting medical amnesty and Good Samaritan policies. Change is happening quickly.

So, what is next in this conversation? Hard alcohol is an issue. How can we remove it from the social scene? How can we make IFC fraternity recruitment dry in both policy and practice? These issues are not new. The current environment is calling for more work in these areas. It is also important to consider that alcohol shows up in different ways for our undergraduate councils. Best practices for one may not be best for all.

This edition will highlight how a campus removed hard alcohol, current research regarding alcohol prevention, data collected by EverFi to share current trends, and the problem of campus and national policy misalignment regarding alcohol. As you flip the pages of this issue of Perspectives, give critical thought to how this information may be applied to your work.

Kara S. Miller, President

LETTER FROM THE **EDITORS**

This issue might elicit some frustration, or even exasperation. Are we still talking about alcohol?

While this issue might seem tired – perhaps it seems this should have been fixed by now – the reality is problems around alcohol continue to be pervasive within the fraternity and sorority experience. Thus, it is impossible to address the high-risk behaviors threatening student safety without addressing alcohol.

Within this discussion information matters. Facts matter. Competence and confidence in what you are doing matters. With undergraduates it is easy to see the potential destructive impact of misinformed practices. Every year a new group of students experimenting with alcohol hears the tried and true wisdoms of drinking.

- *"Eat some crackers or bread to soak up the alcohol when someone drinks too much."*
- *"Throw someone in a cold shower."*
- *"Liquor before beer … in the clear!"*
- *"Everyone blacks out when they drink."*

Misinformation about alcohol is not just limited to undergraduates. The great wisdoms of alcohol take on a different but related form for professionals.

- *"Freshmen drink the most, they go wild when they taste the freedom of college."*
- *"The Europeans have this figured out."*
- *"It's because nobody teaches them how to drink – let's give teenagers a glass of wine with dinner."*
- *"We need to show students the bad things that can happen to them."*
- *"Students who drink have a moral failing."*
- *"Students are drinking more than ever. Every student wants to drink all the time."*
- *"Someone just needs to stand up and tell these students to behave better!"*

Regardless of who makes the statement, some important commonalities exist among these misperceptions. They are both rooted more in speculation than fact. At face value, many of these ideas seemingly make sense. None of these normalized beliefs, however, are actually accurate. In fact, in many situations these perceptions can exacerbate the problem, creating greater risk.

As Kara references on the previous page, a number of new initiatives are afoot. Is this a tipping point … a tectonic shift … a cliff? Only time will tell. One thing is clear though – things are changing, and there is not only an opportunity, but an obligation, for all of us to exert influence in that change. This new environment will value data, facts, and evidence-based practice over innuendo, anecdotes, and myths. Responding to that environment will require collective, inspired, and strategic action to reduce the harm of this exasperating topic that we just can't seem to figure out.

So, are we still talking about alcohol? Yes, and we always will be, but it is time for this conversation to evolve. Our authors frame the conversation about alcohol as one of innovative problem solving rather than frustration and emotion. The insights on the following pages can help prepare you for this shift.

This might be an old conversation, but it is a new day.

Emilee Danielson-Burke & Noah Borton
Co-Editors

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Michael Davis @mylifeasMD - 4 Dec 2017
Reading the newest issue of #AFAPerspectives on the train to work. Re-energized to organize and invest in addressing the challenges that come along with the job. Let's go.

Zach Knight @zachary_knight - 21 Dec 2017
Good stuff here from @danbureau, I definately want to advocate for communities making changes to conduct relationships. Partner with your conduct office, watch it pay dividends, especially around office relationships with chapters. #AFAPerspectives.

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RE-THINKING PREVENTION

FOR GREEK ORGANIZATIONS

| KIMBERLEY TIMPF

FRATERNITIES AND SORORITIES in the United States have experienced intense scrutiny in recent years, influenced by a recent string of headlines in the late spring and early fall of 2017 related to the tragic alcohol-related deaths of young men in fraternities at universities across the country. As a result, even those unwilling to go so far as to close the doors of all fraternities and sororities are questioning the role these organizations play at contemporary institutions of higher education.

Despite the cases that have captured media attention, the values upon which fraternities and sororities are founded – community, service, scholarship, integrity, leadership, and ethical conduct – continue to live and thrive at chapters across the nation. The negative behaviors associated with fraternities and sororities – hazing, excessive alcohol consumption, and aggressive sexual attitudes – represent in actuality only a minority of fraternity and sorority members.[1] Ironically, due to misperceptions of their peers' attitudes and an unwillingness or lack of knowledge of how to intervene, chapter members are often unaware of the existence of this healthy "silent majority" to which most of them belong. This disconnect leads to a minority of unhealthy attitudes – both inside and outside of organizations – tolerated and considered to be the norm, creating a fertile ground for more unhealthy behavior.

This article will explore opportunities to effectively address the problems that threaten the current and future role of fraternities and sororities on campus, beginning with an overview of what the research identifies as critical challenges specific to the fraternity/sorority population. Importantly, this same research suggests there is greater potential for change than even students realize.

[1] GreekLifeEdu national database, EverFi (2014).

SCOPE OF THE CHALLENGE

For more than 10 years, EverFi has collected national data on critical health and safety issues through surveys in the online programs GreekLifeEdu (a course offered to new members of fraternities and sororities) and AlcoholEdu (an alcohol-abuse prevention course offered to first year students upon college matriculation). These courses are widely implemented, providing national samples of over 70,000 and 600,000 students for GreekLifeEdu and AlcoholEdu, respectively. Parallel alcohol survey measures within AlcoholEdu and GreekLifeEdu allow direct comparison between newly affiliated fraternity and sorority members and first year students in the general population.

The data collected in these programs demonstrate fraternity and sorority members face elevated risk in three key behaviors: alcohol use, sexual violence, and hazing.[2] More specifically, students involved in these organizations exhibit elevated drinking rates, a behavior that correlates to both sexual violence and hazing. This makes efforts to address the culture of alcohol a critical factor in reducing incidents of sexual violence and hazing. To be clear, reducing excessive alcohol use will not eliminate sexual violence. That said, de-emphasizing the role of alcohol in social life can serve to limit opportunities for alcohol - and other drug - facilitated sexual violence, and instead create environments that reinforce and support personal, institutional, and organizational values and expectations.

EverFi data also reveal a majority of fraternity and sorority affiliated students hold positive and healthy attitudes toward these issues. Unfortunately, many prevention efforts have not leveraged these hidden positives for change, and as a result have been unsuccessful in promoting healthier chapter cultures. There is great opportunity to leverage these positive attitudes and cultures that more closely reflect fraternity and sorority values, while also calling upon existing prevention science to guide fraternity and sorority-directed efforts to promote healthy behavior.

A CLOSER LOOK AT THE DATA:

Alcohol consumption has trended down among the general first-year student (FYS) population, and among new affiliates, yet heavy-episodic and problematic drinking rates among first-year fraternity and sorority members persist at double the rate of all first-year students.[3] Particularly worrisome is the impact of high-risk drinking on academic performance: new fraternity members are more than four times as likely as all FYS males to miss class and fall behind in their schoolwork, and new sorority members are more than six times as likely to do so compared with all FYS females. In addition, sorority members have particularly high rates of "pre-gaming"—drinking before going out to a party or other social event – which has been associated with elevated risk of experiencing sexual violence. Despite these troubling figures, GreekLifeEdu data also reveal a greater prevalence of healthier drinking behaviors.

FRATERNITY/SORORITY MEMBERS VS. FIRST YEAR STUDENTS
HIGHER RATES OF ALCOHOL-RELATED NEGATIVE OUTCOMES
10% HANGOVERS
10% BLACK OUT
7% PASS OUT
FRATERNITY/SORORITY MEMBERS
RATES OF HEALTHIER DRINKING HABITS
18% ABSTAIN FROM ALCOHOL
37% HAVE NOT CONSUMED ALCOHOL IN TWO WEEKS
24% ARE LOW-RISK DRINKERS
60% NEW MEMBERS ARE LOW-RISK OR ABSTAIN

[2] Cashin, JR, Presley, CA, and Meilman, PW. (1998). Alcohol use in the Greek system: Follow the leader? Journal of Studies on Alcohol, 59(1), 63-70; McCabe, SE, Schulenberg, JE, Johnston, LD, O'Malley, PM, Bachman, JG, and Kloska, DD. (2005). Selection and socialization effects of fraternities and sororities on US college student substance use: A multi-cohort national longitudinal study. Addiction, 100(4), 512-524; Weitzman, ER, Nelson, TF, and Wechsler, H. (2003). Taking up binge drinking in college: The influences of person, social group, and environment. Journal of Adolescent Health, 32: 26-35; Wechsler, H. (2000). Binge drinking on America's College Campuses: Findings from the Harvard School of Public Health College Alcohol Study. Princeton, NJ: Robert Wood Johnson Foundation; Wechsler, H, Kuh, G, Davenport, A. (1996). Fraternities, Sororities and Binge Drinking: Results From a National Study of American Colleges, National Association of Student Personnel Administrators. 33(4): 260-279; Allan, E, and Madden, M. (2008). Hazing in View: College Students at Risk, Indianapolis, IN: North American Interfraternal Foundation and NASPA Foundation; Sanday, PR. (1990). Fraternity gang rape: Sex, brotherhood and privilege on campus. New York: New York University Press.

[3] GreekLifeEdu and AlcoholEdu national databases, EverFi (2014).

THE PARADOX

Many of the reasons people have for joining a fraternity or sorority also make them vulnerable to not addressing the problems within it. Theory and research suggest the minority who support unhealthy behaviors may incorrectly be perceived as a majority, due to the visibility of the behavior, thus generating pressure to follow the behavior. At the same time, the unspoken healthy beliefs of the majority remain invisible to members of fraternities and sororities and non-members. Thus, the desire to belong that motivates many to join and participate in fraternities and sororities ironically may result in individuals going along with the negative behavior of those who are thought to be the majority. Suppressing one's discomfort to follow a perceived majority may cause members to overlook, tolerate, or participate in problematic behaviors because they incorrectly assume most members support when in fact they do not.

Thus, the paradox: The majority of fraternity and sorority members demonstrate healthy attitudes about drinking and other behaviors, yet problem behaviors persist because they are thought by both members and non-members to be "normal" fraternity and sorority behavior. This paradox offers the possibility to reframe the question of why unhealthy behaviors continue to persist, by asking, "How can organizations leverage the positive attitudes held by a majority of members to create a solution from within the group itself?" To answer that question, the barriers to change must first be understood.

Dr. Alan Berkowitz, Ph.D., a nationally recognized psychologist and prevention expert in substance abuse, sexual assault, gender, and diversity issues has identified four critical and inter-related paradoxes that, left unaddressed, serve as barriers to prevent the healthy attitudes of the majority from becoming standards for group behavior (Berkowitz, 2009). Understanding these can provide a framework for developing prevention programs for the fraternity and sorority community to empower the silent majority to be more visible in their chapters, and to disrupt negative behaviors.

1. OTHERS SEE FRATERNITY AND SORORITY MEMBERS DIFFERENTLY THAN THEY SEE THEMSELVES.

When negative stories about fraternities and sororities appear in the media, chapter members are often frustrated with characterizations that do not accurately reflect the healthy, safe and respectful majority of members. Members are well aware the positives of their peers, and their organizations, greatly outweigh the negatives. However, students and members of the general public who are not members, and who see the more visible negative press and behavior in isolation, often have markedly different perceptions. This can foster an adversarial, defensive mentality that makes outside intervention to address high-risk behavior more difficult. Rather than reacting defensively, fraternities and sororities must work to understand and address the causes. The silent majority would need to redirect their frustration toward a vocal and visible confrontation of those that create the negative stereotypes.

2. MOST FRATERNITY AND SORORITY MEMBERS WANT TO DO THE RIGHT THING — BUT OFTEN DON'T.

As noted previously, fraternity and sorority members have healthy beliefs they do not always act upon. When confronted with a harmful act performed by a chapter member, many want to act, but feel unable to. This failure to act out espoused values is explained by understanding common barriers to bystander intervention, and by understanding how misperceived social norms fuel these barriers. Taking steps to remove the barriers preventing fraternity and sorority members from acting on their desire to intervene against negative behaviors would in turn serve to reduce these behaviors.[4]

3. DESPITE THEIR BOND, FRATERNITY AND SORORITY MEMBERS DON'T ALWAYS KNOW HOW THEIR BROTHERS AND SISTERS ACT AND FEEL.

Normal chapter life does not always facilitate open discussions about members' approval or disapproval of particular behaviors. This may be especially true among fraternity men. Thus, even while chapter members may be honest in sharing and discussing some personal issues, most fraternity and sorority members may still be unaware their brothers and sisters share concerns regarding high-risk social behaviors, and that they would be willing to support them in intervening to stop inappropriate or high-risk behavior.

[4] Berkowitz, AD. (2009). Response-Ability: A complete guide to bystander intervention. Chicago: Beck and Company. Available from www.lulu.com.

4. FRATERNITY AND SORORITY MEMBERS COMPLAIN THAT OTHERS JUDGE THEM UNFAIRLY, BUT THEY OVERESTIMATE THE NEGATIVE THEMSELVES.

It's not only "outsiders" that overestimate the negative aspects of fraternities and sororities. The same process is at work within the organizations. As a result of their own misperceptions of risky and unhealthy behavioral norms, and the degree of acceptance among their peers, chapter members are more likely to participate in unhealthy behavior, less likely to do something about it, and less likely to intervene when they see it occurring. This in turn perpetuates negative external perceptions.

These four paradoxes create a culture within fraternities and sororities in which the attitudes and behaviors of the positive majority are overlooked and the negative attitudes of the minority are thought to be the norm – by both members and non-members. If misperceptions go unaddressed, they can act as a continuing source of misunderstanding and frustration. Conversely, if acknowledged and understood, they offer an opportunity for chapters and organizations to leverage the positive and healthy attitudes within their ranks. Providing education and training can enable the silent majority to challenge chapter members and hold them accountable to their values and ideals. The frustration that chapter members feel at being misperceived by others is one of many important levers that can be tapped to produce change.

THE NEED FOR EVIDENCE-BASED SOLUTIONS

When institutions and fraternities and sororities are faced with a critical incident involving member behavior, leaders feel pressure to take immediate preventative action. In these moments of crisis, they often implement a program as quickly as possible, with minimal planning, feedback, or follow-up to assess effectiveness.

However, effective prevention, including efforts directed at challenging misperceptions, requires a close analysis of the factors that elevate or diminish the likelihood of problems at the individual, interpersonal level, community level, and societal levels. The challenge is to create a coordinated combination of efforts that complement one another, and are mutually reinforcing and synergistic.

Unfortunately, most educational efforts directed at fraternity and sorority affiliated students, such as workshops and speakers, are not designed or intended to be mutually reinforcing. Additionally, when efforts lack a basis in prevention science they may actually increase the problem. An EverFi analysis of alcohol prevention efforts at 45 campuses revealed the most common method for reaching fraternity and sorority members is invited speakers, despite the fact there is no research evidence to demonstrate its impact on behavior. Another analysis across 176 campuses revealed alcohol prevention programming for fraternity and sorority members did not reflect the recommendations put forward by the National Institutes on Alcohol Abuse and Alcoholism (NIAAA).

"AN EVERFI ANALYSIS OF ALCOHOL PREVENTION EFFORTS AT 45 CAMPUSES REVEALED THE MOST COMMON METHOD FOR REACHING FRATERNITY AND SORORITY MEMBERS IS INVITED SPEAKERS, DESPITE THE FACT THERE IS NO RESEARCH EVIDENCE TO DEMONSTRATE ITS IMPACT ON BEHAVIOR."

Moreover, most programming provided for fraternity and sorority members consists of one-off trainings to impart policies regarding risk management. This only serves to increase misperceptions by focusing attention on what members should not do, as opposed to highlighting their strengths which reinforce what students should do to stay safe. In addition, these programs fail to change student behaviors, leading many leaders on campus, and within national headquarters, to believe these problems are intractable; a resignation that further reinforces negative perceptions of the fraternity and sorority system.

Developing a theory-driven approach to prevention requires a contextualization of behavior across the social ecological model of human development. This model informs a public health approach to prevention and suggests that strategies to reduce substance use address factors at the individual, relationship, community, and societal levels.[5] Such an approach demonstrates how factors at one level

influence, and are influenced by, factors in another. For example, at the **individual** level, programs can be designed to change perceived norms, and build knowledge and skills to reduce risk and increase protective factors that have been supported by the evidence base. At the **chapter or group** level, the focus should be on developing effective, targeted, chapter-specific educational programming. At the **organizational** level, the fraternal organization should adopt and implement policies and processes and allocate resources to support these efforts such as, gathering data, educating trainers to implement chapter programming, supporting members through scalable education and resources, and making the positives of fraternity and sorority membership more visible.

CONCLUSION

Behavioral challenges that have persisted among fraternity and sorority members for decades create visible incidents that draw negative attention and publicity to these groups. More recently, technology and social media have exacerbated the negative perceptions of fraternity and sorority life, broadcasting imagery that represents what is in reality only a small group of students. While at times these challenges appear intractable, Everfi's research indicates most fraternity and sorority members want to do the right thing when such challenges arise. By educating and empowering healthy students to speak out and intervene against problematic behaviors, the good will of the healthy majority can be harnessed to create cultures of care, inclusion, respect, and responsibility. Student engagement is critical in overcoming these challenges, yet students cannot be expected to accomplish this alone. The data, research evidence, and prevention theory all support an approach that builds upon and leverages the latent positives within fraternity and sorority life to effectively overcome an unwelcome legacy of unhealthy behavior.

[5] https://en.wikipedia.org/wiki/Social_ecological_model

Note: This article is excerpted from the publication Leveraging Values and Challenging Misconceptions: Prevention Guidelines for Fraternities and Sororities. The full document, which includes case studies and suggested activities, can be downloaded at: http://www.campuspreventionnetwork.com.

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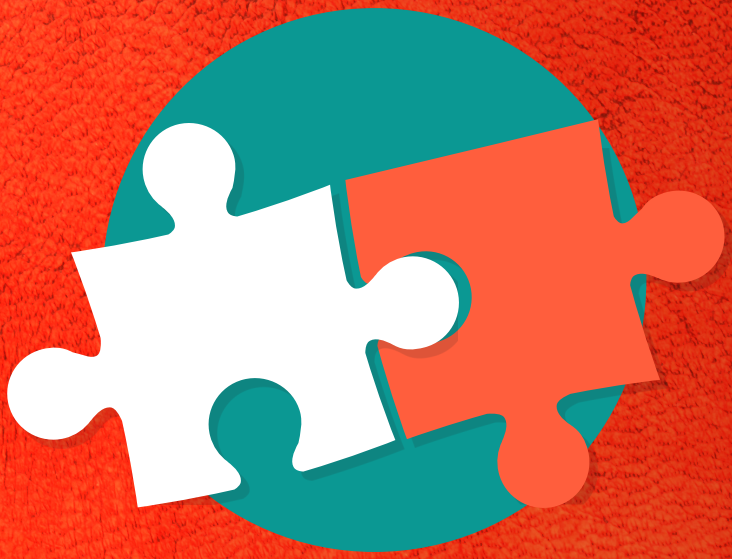

POLICY ALIGNMENT

A Puzzle Piece Facing Fraternity

ASHLEY RASTETTER

You just turned twenty and are a sophomore at a well-known college. Last year you decided to join a fraternity, and to your dismay the chapter just elected you as the Vice President of Social and Risk Management. Once the fraternity president announces your name, you sit there envisioning all the fun socials you want to plan for the year; thinking back to that first party you went to as a new member. After the meeting, the current risk manager gives you a congratulations, and a binder, containing what he calls "your worst nightmare." Excited to begin your position, you find yourself skipping homework and reading through the policies for hosting events. Also in the binder are your campus social hosting policies. While reading, you start thinking, "Wait, didn't I just read we could only do BYOB… but here it says we can't…?" You're not sure where to start, and are confused about what you are and are not allowed to do. You scratch your head and understand why the previous risk manager said this would be a nightmare.

As professionals in fraternity and sorority life work to address the core issues facing these organizations, they may be overlooking the complications which can arise when alcohol and social-host policies on a campus and national level do not align. Policies regarding alcohol and social-hosting vary widely among different institutions. There are some campuses that provide a lengthy policy, that include FIPG Guidelines; a few provide simply the social event registration form, which includes some expected guidelines; and some do not provide a social policy because alcohol is not permitted on campus. Similarly, each inter/national fraternity and sorority possess their own policies on alcohol and social-hosting, or adopt FIPG; no two of which are the exact same. While these policies do in fact have overarching similarities, there are pieces of the policy puzzle that just don't fit together.

One piece of policy that does not align is the distribution of alcohol within a social-host setting. National organizations support, and encourage their chapters to follow, FIPG Guidelines; incorporating Bring Your Own Alcohol (BYOB) into their own alcohol and risk management policies. However, there are some campus-based policies that do not encourage BYOB; when examined, some explicitly do not permit BYOB as an option. The situation is complicated further when institutions encourage third party vendor; through using campus-dining or another pre-approved alternative. The problem

being, some campus-dining only have licenses for specific buildings and/or there are no other options near campus for a third-party vendor.

The issue of guest list restrictions, or open versus closed parties, can create another misaligned policy. Most inter/national organizations have a definitive policy, restricting open parties, and requiring a guest list for all events; while some campuses do not require a guest list to be submitted for any social event with alcohol, accepting, and in some cases even requiring open parties through policies that allow all enrolled students, or all fraternity and sorority members to attend events. Additionally, exact specifications around the size and timing of the guest list can vary.

Another point of confusion can emerge around the process and timing for event registration, in addition to discrepancies in the type of events that require advanced approval. Looking through both fraternity and sorority headquarters' policies, event paperwork is required anywhere between 20–30 days in advance of the event while most campuses have their own registration within a 7–10 day period of the event. According to fraternity and sorority policy, most events are required to be registered, regardless of alcohol's presence. As professionals, we see how it becomes a policy versus practice in regards to event registration. When students do not have to register off-campus events with the host-institution, but are required to register them with their national organization, it provides further conflicting policy.

> **"Misaligned policies generate conflicting messages for a student."**

While the policy alignment does not directly impact the professionals, it does impact the students they serve. Go back to imagining yourself as the twenty year old fraternity risk manager. Misaligned policies generate conflicting messages for a student. Furthermore, it contributes to a non-verbal tension building between campus-based and headquarters professionals.

This dynamic sets up challenges for students in navigating their environments and for professionals attempting to guide students in that process.

Meeting students where they are at is probably a go-to for a campus-based or headquarters staff approach. Looking at Kohlberg's Theory of Moral Development we can identify where a twenty year old fraternity member is at, within their moral development. Likewise, we can identify why policy alignment is a challenge for our traditional college students. Even though Kohlberg's Theory focuses more on the process of how individuals make moral judgments, not the content of decisions[1], we can use it to illustrate the decision-making process of our students; specifically surrounding judgement about policy compliance.

Traditional college students frequently operate within the third and fourth stages, or the conventional level of moral development. The third stage right is defined as meeting expectations of those to whom one is close and carrying out social norms. In the fourth stage, individuals view the social system as made up of a consistent set of rules and procedures.[1] When considering conflicting social event policies, and using Kohlberg as a framework, we can easily place the twenty year old fraternity member within the third state. Based on the third stage, individuals proceed with behavior based on what is socially acceptable. The individual wants to win the affections or approval of others.[1]

You, as the fraternity risk manager, now need to plan the upcoming social event. You want to follow policy, and have two separate policies in front of you. So, which one do you choose? You could decide to follow the fraternity policy – abiding by BYOB, submitting the appropriate paperwork within 30 days, and guest lists by the deadline (in this instance within 48 hours). Or, you could throw the fraternity manual out the window. The campus policy just wants you to register the event within 48 hours; if they don't allow BYOB or a guest list, why should you do it? Especially when you know your brothers will ask you to purchase kegs anyway.

[1] Evans, N.J., Forney, D.S., Guido, F.M., Patton, L.D, & Renn, K.A. (2010). Student Development in College: Theory, Research, and Practice. San Francisco, CA: Jossey-Bass.

As illustrated, policy non-alignment essentially forces students to choose importance of one over the other and provides wide gaps for students to find loopholes. While a blanket policy for every institution and organization may seem nearly impossible, there are a variety of ways that campus-based and headquarters staff can be collaborative while addressing policy alignment:

Campus-based professionals can contribute by:

- Developing familiarity with inter/national organization alcohol and risk management policies and having them on hand when organizations register for social events with alcohol. Even though it is not your responsibility to enforce inter/national policy, provide guidance on how to best follow both policies.
- Evaluate current campus policies surrounding alcohol and risk management, and identify where their might be gaps within policy.
- If there are policy discrepancies, consider advocating for revisions to include an option for fraternity/sorority policy alignment (i.e. BYOB).
- Meet annually with chapter advisors and provide them with access to campus expectations and policies.

Headquarters professionals can contribute to address this piece by:

- Consultants being familiar with campus-based policies for which your assigned chapters are responsible for.
- Train consultants to ask the tough questions regarding campus-based alcohol and risk management policy, and what campus norms are present.
- Identify policy discrepancies and address these with campus-based professional to provide a solution to the chapter.
- Ensure that policies align with national benchmarks such as the NIC Health and Safety Standards and the FIPG Risk Management Guidelines.
- Provide and require training for chapter advisors that includes HQ policies and encourages them to become familiar with campus rules and regulations.

Through the above efforts, campus-based and headquarters professionals can generate joint conversations and student trainings on alcohol and risk management policies. This collaboration could provide stepping stones for creating a safe environment for students, bring campus and headquarters staff closer in addressing their policies, and potentially lead to fewer policy violations.

Reflect on the opening paragraph in this article; there are over a million results on Google about fraternity. Policy alignment is not the only answer to alleviate the negative results; it is not an end all be all to fix the issues our community is facing. However, policy alignment between inter/national organizations and host institutions can remove some significant barriers to addressing these issues. It is one way to call both campus-based and inter/national headquarters staff together, in order to collaborate and further discuss the core problems facing fraternity.

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TRI DELTA

FIPG TURNS 30

ANDREW HOHN

In April of 1981, a dozen fraternity members piled into a pickup truck to return home from a night out serenading sororities in Austin, Texas. Something went wrong. Among the five men tightly packed into the cab one hit the brakes, while another stepped on the gas. The driver lost control and the truck careened into an apartment. Upon impact a young man was thrown from the bed of the truck. He awoke from a coma 53 days later with partial paralysis on his right side. As a result, he walks with a cane and has spasticity in his legs and hands along with a speech handicap.

The aftermath of this highly preventable accident would irreversibly change a young man's life. It would also irreversibly change the legal landscape for fraternities. An ensuing lawsuit resulted in a settlement that paid out an initial $3 million, with monthly payments of $10,000 alongside additional lump sum payments every five years for the rest of his life. This settlement in total exceeded $21 million dollars.

Few professionals in fraternity and sorority life are likely to know the significance of this case. However, they should know this accident precipitated significant changes which are still impacting fraternity and sorority life today. The settlement was a wake-up call to fraternities. This eye-opening case signified a significant shift in the environment for fraternities and sororities. Many organizations began to evaluate their own policies, and ability to be insured.

> *"Lawsuits against men's national organizations, alumni corporations, chapters, chapter officers and individual members began to increase rapidly. By 1986, men's national fraternities were ranked as the sixth worst risk in the insurance industry, and number seven was hazardous waste disposal companies. Insurance companies responded quickly. The cost of policies offered to Greek letter organizations began to soar, while the coverage available plummeted. Many underwriters simply dropped the policies and walked away from the Greek business."*[1]

Shortly after Christmas in 1987, in the shadows of the Blue Ridge Mountains of Roanoke, Virginia; a group of men from different fraternities (NIC) joined together to talk about a new way forward.[2] These efforts were sparked by a challenging Insurance market, especially for fraternities. At the time, many fraternities and sororities lacked concrete risk management policies, which added to their insurance difficulties.

The group discussed how fraternities can positively impact the culture of drinking on college campuses. Durwood Owen of Phi Kappa Tau Fraternity stated that FIPG was established "to help set a standard across fraternities … The idea was that we would see groups all playing from the same book."[2]

Their efforts led to the creation of the Fraternal Insurance Purchasing Group (FIPG) shows that initially there was interest in using this group to allow national fraternities to purchase insurance more easily. The reality is that FIPG never actually purchased insurance. However, FIPG did accomplish the objective of establishing a uniform policy to address alcohol in fraternities. Thus, in December of 1987 terms like risk management, duty of care, and legal liability first entered the fraternity and sorority lexicon.[1]

FIPG never resulted in universal adoption of the policy, however over 50 organizations, fraternities and sororities, have adopted these initiatives. While others never officially passed FIPG as their own internal policy as many national organizations who rely on the language to serve as a framework for their internal risk management policies.

Well known as an "industry standard" within the fraternal world, FIPG can elicit frustration, while other times it provides a point of reference for education. Many college campuses and governing councils have also adopted the language of FIPG into their policies. The creation of FIPG served to level the playing field among NIC fraternities. Prior to this new policy there were misperceptions on policies varying in enforcement standards from organization to

[1] FIPG Risk Management Manual (January 2013 pg. 2), https://www.uc.edu/greeklife/resource_center/policy_docs/jcr%3Acontent/MainContent/download_7/file.res/C%3A%5Cfakepath%5CFIPG%20Manual%20Jan%202013.pdf

[2] Owen (1997), FIPG History, Phi Kappa Tau, https://s3.amazonaws.com/phikappatau.org/wp-content/uploads/2015/12/02141458/FIPG_History.pdf Article "$21 million settlement in fraternity lawsuit", retrieved from: https://www.upi.com/Archives/1985/09/06/21-million-settlement-in-fraternity-lawsuit/8478494827200/ United Press International

organization. With FIPG in place, "it made it clear, and codified what was already out there," said Bonnie Wunsch, former FIPG President. With a new "industry standard" organizations could now promote their membership in FIPG. Campus administrators understood that membership in FIPG brought a common understanding of risk management standards. This created a decided advantage in expansion and campus relations.

FIPG initially anointed "enforcement officers" to ensure compliance with the policy. The role of the enforcement officer was to serve as an intermediary; they would receive complaints from schools and relay them to the appropriate headquarters. Wunsch joked that during her stint as an enforcement officer she had regular standing meetings with some campuses on Monday mornings. This position has obviously been removed in favor of direct reporting from campus officials to the headquarters staff.

In more recent years, FIPG began to waver in its sense of purpose. Some would say it existed solely as an organization that had officers and handed out awards. Therefore, a decision was made that FIPG as an independent organization had run its course, and it was best if FIPG was absorbed into the Fraternal Executives Association (FEA). FIPG now serves as a subcommittee of the FEA. At the time this change was made they also changed the language of FIPG to become recommendations or guidelines rather than policy. The guidelines can be accepted, and adopted, in a manner which address issues specific to a campus or inter/national organization. Dave Westol referred to this change as an evolution to allow for groups to have ownership where they would not feel trapped by the policy, rather they could apply only the guidelines which met their needs.

In addition, this evolution brought a change in language throughout the document to be more flexible, losing stringent wording such as "No alcoholic beverages may be purchased" to "No alcoholic beverages should be purchased." Many similar wording changes occur throughout the most recent version of the document.[1]

Thirty years after FIPG introduced risk management to the fraternity and sorority community, the policy landscape is continuing to evolve. According to Westol, an FEA committee is reviewing the educational efforts around the guidelines, and they recently solicited input from AFA members via a survey. This review will shape how they will educate on the guidelines and what resources they will provide. Also, at the same time, the North-American Interfraternity Conference is developing new wellness standards. Many of these standards still look and feel like FIPG, but it leaves the question of what will have the impact on the future. All of this remains largely focused on NIC fraternities. The question remains about how this could and will affect the fraternities and sororities who are not members of the NIC. If FIPG truly has become the "industry standard" then that could potentially affect a much larger number of fraternities and sororities than the NIC, especially if governing councils or universities adopt future language changes.

FIPG is not without its critics. For years campus professionals and headquarters staff have vocalized frustration over these policies while also being responsible for promoting them to students. Many believe that these policies are written from a place of lawsuit mitigation rather than from a place of concern for student behavior with alcohol.

Supporters of FIPG argue the opposite. They advocate that FIPG was about health and safety, while also facilitating access to buy insurance. The focus was on the preventive aspects of ensuring that our organizations are hosting safer events, rather than focusing on enforcement. It was an attempt to improve the landscape for fraternities and sororities at a specific time of significant challenge. Of course, confusion emerges as the preventative measures are intertwined with the access to insurance, which protects the organizations and allows them to function. Therefore, organizations had an obligation to enforce policies to maintain insurance protection.

In retrospect, after thirty years it seems foolish to think that FIPG has been, or was ever intended to be a singular solution to alcohol issues. However, it has built a foundation upon which all future prevention efforts can be created. Wunsch refers to the future of FIPG as "another piece of the tool kit" to help professionals provide a safer student experience. This is the floor to build upon and we have an obligation to build.

No one truly knows where the fraternity and sorority world will be in another thirty years nor do they know what policies will govern fraternities and sororities. No matter what an organization or campus determines to be its policies, professionals need to remember that at the end of the day this is piece of a larger puzzle.

"WUNSCH REFERS TO THE FUTURE OF FIPG AS 'ANOTHER PIECE OF THE TOOLKIT' TO HELP PROFESSIONALS PROVIDE A SAFER STUDENT EXPERIENCE."

By understanding the history and development behind foundational policies such as FIPG, fraternity and sorority professionals are better equipped to understand their applicability. If professionals believe that policy is not prevention, then we should not be looking to any one policy and expecting too much from it. As Wunsch said, this is a tool in the tool kit. Professionals need to be empowered to take this tool and build upon it. They need to find the gaps on our campuses and in our organizations and find ways for us to improve the social risks on our campus. It is important that they take the time to do this and to build a robust program that looks at risk management from a multipronged approach.

AUTHOR

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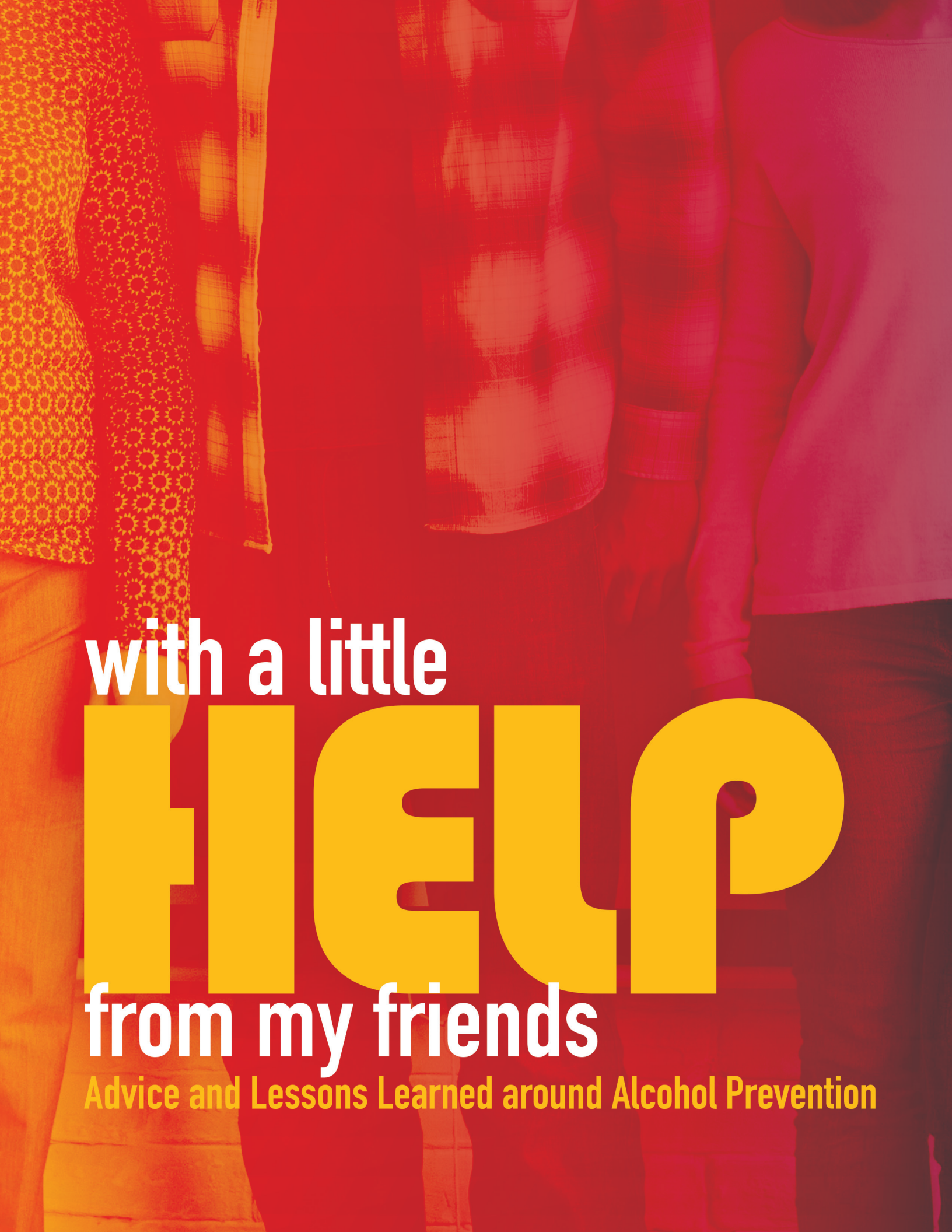
Andrew currently serves as the Associate Director of Fraternity and Sorority Affairs at the University of Illinois. He has worked as a campus based professional in Fraternity and Sorority Life for 14 years. Andrew received his undergraduate degree from Florida State University and his Masters in College Student Affairs from the University of South Florida. Andrew is a member of the Kappa Sigma fraternity.



with a little HELP from my friends

Advice and Lessons Learned around Alcohol Prevention

JASON R. KILMER, PH.D.

I pledged Delta Upsilon fraternity in the Fall of 1987 as I started my undergraduate career at the University of Washington (UW). I announced to anyone who would listen that I planned to be a double-major in math and psychology, using what I learned in psychology to try and be the best math teacher ever, and to enthusiastically motivate people about the glory of math. Math rules!

By my junior year, I had fully committed to psychology (math still ruled, but wasn't what I wanted to do with my career), and I was looking to find an area of research to get involved with through UW's undergraduate honors program. During fall quarter of 1989, I met Mary Larimer – then a grad student, now the director of the Center for the Study of Health & Risk Behaviors (CSHRB). She explained that they were looking to do research around alcohol use in fraternities and sororities, including testing harm reduction alternatives to "Just Say No" type of prevention programs based on the groundbreaking work of Dr. Alan Marlatt. This represented quite a detour from the "abstinence only" approach at the time. I began working in the lab as a research assistant in 1989, became a grad student in 1991, and worked with a team that literally changed my life's work – I do what I do today around alcohol prevention because of Mary and Alan.

In my now 20 years working in the addictive behaviors field, I have had the good fortune of meeting people who I consider to be legends in this field as well as newer professionals that are "legends to be" who will keep moving our field forward with innovative and creative approaches and ideas. I learned early on in my career how important it is to seek advice, consult when needed, and utilize the incredible expertise around me. Thus, for this article, I reached out to friends and colleagues across the country who are researchers and/or practitioners, and asked them to provide their answer to any one of three topics. What was emailed back to me could fill this entire edition of Perspectives. Here is a selection of wisdom, advice, and knowledge from 21 colleagues who are the best at what they do:

ADVICE YOU'D GIVE FRATERNITY AND SORORITY ADVISORS AROUND ALCOHOL PREVENTION.

Many well intended alcohol prevention efforts on college campuses don't impact student behavior. Programs that simply aim to get students in the room by being fun without clear or skill-building components, may send a pro-drinking message. On the other end of the spectrum, speakers that warn of addiction and 'negative consequences' don't trigger change or reductions in use. Alcohol prevention efforts without evidence-base may drive up substance use, the very thing we are trying to reduce! There are alcohol prevention approaches that are science-based; staying consistent with these approaches brings us closer to our goal of improving student health and well-being.

Amaura Kemmerer
Director, Office of Prevention and Education at Northeastern (OPEN), Northeastern University

Sometimes leaders actually want to see change, but they just don't know how to make it happen. I've often encountered fraternity and sorority leaders who feel helpless when confronted with members who dominate the party culture, pushing the organization toward negative outcomes. An advisor can help leaders learn the skills to move members to buy into changing that culture. Within that process, leaders can think through the social goals of alcohol-serving events, and shape the event's physical and organizational design to keep better control of the drinking while achieving the desired social goals.

Jim Lange
Adjunct Professor in Psychology and School of Social Work, San Diego State University; Director, Higher Education Center for Alcohol and Drug Misuse Prevention and Recovery, The Ohio State University

It is entirely possible to have a deeply satisfying and memorable college fraternity or sorority experience without engaging in high risk alcohol consumption. Until you and everyone in the chapter believe that, high risk behavior will continue. The key is not to restrict behavior, but to help each member discover what unique talent and contribution they bring to the community, and learn what makes them feel authentically good about who they are. Leadership begins with the belief that there is so much more to fraternity and sorority life than partying.

Thomas Workman
Principal Researcher, Health Care Practice Area, American Institutes for Research

If we want our efforts to make a difference, we need to respect students, believe in their ability to make healthy choices and avoid judging their behaviors, regardless of how much we may disagree with them…Students are most likely to recognize (and begin to resolve) the conflict between their personal values and substance misuse when we meet them where they are, respect them as individuals and engage them as partners.

Susie Bruce
Director, Gordie Center for Substance Abuse Prevention, Department of Student Health, University of Virginia

Understand the realities of alcohol consumption on college campuses. Yes, it is true that most college students will report at least some alcohol use over the course of a year, and fraternity/sorority members tend to drink more than other students. But, the majority of college students do not drink heavily on a regular basis. This is an important message to convey to students.

Matt Martens
Faculty Fellow for Academic Programs, University of Missouri

1. Align organizational/chapter policy with institutional policy,

2. Implement system for holding members accountable to policy,

3. Strictly enforce policy, and

4. Collaborate with institutional resources to implement evidence based prevention efforts.

I know that is easier said than done.

Brian Bowden
Lead BASICS Counselor, Dartmouth College

2: SOMETHING YOU WISH YOU'D KNOWN EARLIER IN YOUR CAREER AROUND ALCOHOL PREVENTION.

Values plays a key role in fraternity and sorority life. I always ask advisors "If I were a stranger and came into any Greek event (a party, members hanging out, recruitment) and alcohol was being served; after I left how would I describe their values?"

Ian Wong
Director, Health Promotion & Prevention, Tufts University

Consider the following as you work with individuals and groups:

1. Listen carefully to their dreams and expectations.

2. Help them strategize how to achieve these aims.

3. Ask, specifically, how their use or non-use of alcohol and other substances helps them achieve these goals.

4. Help groups establish their own norms and standards, including strategies to promote healthy decisions and ways of addressing concerns.

5. Discuss ways of monitoring progress in achieving the goals and challenges they face.

6. Be grounded with good knowledge about alcohol, and correct misperceptions.

7. Communicate clearly about your observations, concerns, accolades and inspiration.

David Anderson
Professor Emeritus of Education and Human Development, George Mason University

Data is critical… years ago we did a survey asking sorority women to share their thoughts, opinions and feedback on how 'safe' they felt each fraternity house was – both when hosting a social function and when not hosting a social function. The women were brutally honest, and it was like tossing cold water on the fraternities. They were appalled at how unsafe some of their female friends felt at their houses, which made them open to making major changes, including the use of alcohol.

Barbara Maxwell
Associate Dean of Students/Student Programs, Whitman College

I wish I had known earlier the full impact of laws and policies and how they influence my work in alcohol prevention. Much of my earlier years in the field were spent looking at educational and individual interventions that could influence alcohol use; idealistically, I thought that alone could sway students. However, all of that work can be greatly impacted on how accessible alcohol is to students. Changes in the environment that reduce high-risk drinking is the yin to the educational and motivational interviewing's yang.

Alicia Baker
Assistant Director, GatorWell Health Promotion Services, University of Florida

How frequently drinking is comorbid with other substance use and mental health issues. While treatment often addresses comorbidity, prevention efforts can and should do more to address these comorbidities. I think it's particularly important for services on college campuses to bridge the gap between alcohol use and other available services in order to best prevent serious consequences among college students.

Dana Litt
Associate Professor of Health Behavior and Health Systems, University of North Texas Health Science Center

I wish I had known that we cannot address AOD issues effectively by implementing programs using a "one size fits all" approach on our campuses. Effective interventions need to be relevant and responsive to the student groups and subcultures we are working with. We need to understand where our students are coming from, what they are thinking, and what motivates them to change. It's worth taking the time to make those meaningful connections with students and using this understanding to frame our intervention approaches.

Dolores Cimini
Director, Center for Behavioral Health Promotion and Applied Research; Adjunct Clinical Professor, School of Education, University at Albany

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There are things that don't work in alcohol prevention, like hosting a crash car, and even some interventions that send mixed messages or aren't educational, like beer goggles. There are also a fair number of companies who are trying to sell your members an expensive product which may not actually help. Before spending money, try to figure out if it's actually going to help deliver a return on investment.

David Arnold
Senior Director of BACCHUS Initiatives, NASPA – Student Affairs Administrators in Higher Education

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While the fundamentals remain the same, namely that some college students often drink alcohol to excess, other things are constantly in flux. As such, an important point to remember in the field of alcohol prevention is that the approaches we use need to be adapted in step with societal change. Of these changes, the most notable are changes in technology. As our society, and college students in particular, begin to use different technologies, approaches to college student drinking need to adapt to become more technology focused. Thinking outside of the box and researching novel approaches that could one day be added to the College AIM is suggested!

Melissa Lewis
Professor of Health Behavior and Health Systems, University of North Texas Health Science Center

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Learning what doesn't work is at least as important as learning what does.

Clayton Neighbors
Moores Professor, Director of Social Psychology, and Director of the Social Influences and Health Behaviors Lab, University of Houston

3: LESSONS LEARNED IN YOUR WORK WITH FRATERNITIES AND SORORITIES RELATED TO ALCOHOL.

"THE SOLUTIONS ARE IN THE CULTURE." This is one of the greatest lessons that I have learned as a prevention scientist over the past 30 years. All Greek chapters are based upon core spiritual values which anchor the culture to deeply held traditions. When alcohol-related problems arise, they are visible signals that chapter advisors and leaders must return to power of the culture.

Jeff Linkenbach
Director and Chief Research Scientist, The Montana Institute

Fraternities and sororities care about these issues. While there may be times or circumstances when we see our students seemingly fulfilling the stereotypes of media and Hollywood, my experience is the majority of students in fraternities and sororities want to do the right thing by their members, by their alum, and by their schools. If we put our faith in those students and work in partnerships there is a lot we can accomplish together.

Shannon Bailie
Director of Health & Wellness, University of Washington

Students spoke passionately to us about the opportunities for leadership, service, and meaningful social connection that Greek life provides. Harnessing that power to promote health and safety will be vital to future success and long-term well-being of the entire Greek community.

Toben Nelson
Associate Professor, Division of Epidemiology and Community Health, University of Minnesota

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Know that this is not an individual issue, and that the environment, peers, and group affiliation play a unique role in creating a culture of dangerous alcohol use ... Though this issue seems intractable, we have seen changes occur in this and other public health concerns in our own lifetime…

Beth DeRicco
Director, Higher Education Outreach, Caron Treatment Centers

Research conducted at the University of Nebraska-Lincoln suggests that 20% of leaders always act ethically, 60% are open to influence and the remaining 20% never act ethically. Across my career, I learned that the 80-20 rule can apply to groups that are often the target of campus prevention efforts such as bar owners, Greek organizations, including members within the organization, and landlords. When combined with data, this approach can guide the development and implementation of tailored interventions that are effective and more efficient in terms of time and resources.

o Linda Major
Assistant Vice Chancellor for Student Affairs; Director, Center for Civic Engagement, University of Nebraska-Lincoln

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Often the tight-knit bonds that are formed in fraternities and sororities are seen as something that promotes excessive drinking, rather than something that could be capitalized on for alcohol prevention… They could consider re-calibrating the salience of alcohol (and other drugs) as the "glue" holding these friendships together. Moreover, teaching fraternity and sorority members to recognize signs of problematic substance use among their peers is critical because they are more likely to intervene friend-to-friend if they understand the lines that are being crossed that signal a problem.

– Amelia Arria
Associate Professor, Department of Behavioral and Community Health; Director, Center on Young Adult Health and Development; Director, Office of Planning and Evaluation, University of Maryland

How lucky I feel to have such thoughtful and knowledgeable friends and colleagues!

Of course, I'm not trying to get out of passing on my own thoughts.

Realize that everything we do about prevention and supporting students is part of an overall puzzle. In many ways, the most important sentence in NIAAA's CollegeAIM is that a "mix of strategies is best." A chapter cannot simply have one program and have that be sufficient – a blend of individually-focused and environmentally-focused strategies is key. It is important to consider the context of alcohol use – it does not occur in a vacuum. It is also essential to address co-occurring prevention needs like marijuana and other drug use, mental health, sexual assault, and interpersonal violence. However, each of these should be a complement to the other, and not pursued at the expense of something else.

Above all, never stop learning from the students you work with. Meet them where they are in terms of what concerns they have, and collaborate where possible.

AUTHOR

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SOLVING THE
HARD ALCOHOL
PROBLEM

THROUGHOUT my career, hard alcohol has been the primary challenge with the clear majority of issues that threaten the health and safety of fraternity and sorority members and chapters. Challenges like alcohol poisoning, hazing, sexual assault, falls from elevated structures, and other crisis situations are usually connected to the overconsumption of alcohol. This overconsumption can be most easily precipitated by hard alcohol use. These issues are deeply rooted in the societal context of young people in America and cannot be over simplified. As it is, hard alcohol is a symptom of a larger issue, but it is a parasitic symptom that must be addressed in policy, practice, education and accountability. For some, the tragedies of 2017 were the tipping point in the conversation about removing hard alcohol from the fraternal industry, but for many, it was just the latest installment in the battle for common sense health and safety programming, practices, and policy enforcement. Unfortunately, there is no magic bean or universal solution to solve the hard alcohol problem.

The primary problem with hard alcohol is that it cannot be controlled. The distilling industry has developed palatable varieties of high proof liquors that have changed the way alcohol is consumed. Shots have replaced mixed drinks. Hard alcohol has replaced kegs and beer, and slush funds have replaced BYOB. Students are now able to drink higher proof alcohol in greater quantities, in less time and for less money. For only $10-12 young people can buy a handle (1.75 liters) of flavored vodka, which translates to approximately 40 shots. That means 8-10 students can consume to the level of binge drinking for less than $2 per person. This is based on the National Institute on Alcohol Abuse and Alcoholism definition of binge drinking, four drinks for women and five drinks for men in about 2 hours.[1]

With organizations operating as the funding source and distributor, students can afford and access virtually unlimited quantities of hard alcohol on multiple occasions each week. For the past decade, this phenomena has given students and chapters an affordable and accessible option that has been proven extremely lethal.

In recent months, North-American Interfraternity Conference (NIC) member organizations have signaled their intention to legislate a ban of hard alcohol in chapter facilities and events. This is a monumental shift in their philosophical approach to health and safety. I have been part of efforts to eliminate hard alcohol from the fraternity community at two different large public institutions and will share several strategies that have shown success.

Changing the student culture around hard alcohol will not be an easy task, nor will there be a quick fix. Each institution will need to develop a comprehensive multi year approach to develop the capacity, knowledge, and partnerships to successfully remove the influence of hard alcohol from the fraternity and sorority community. While removing hard alcohol will not be a singular solution to prevent harm to students, it is an important step. It will be important for community leaders and stakeholders to focus on variables they can realistically control in the short term, while continuing long-term efforts to improve health and safety. One of the short term variables that fraternities and sororities can control is the access to hard alcohol within the chapter.

> **“IF THE GOAL IS FOR STUDENTS TO LEAD THE FIGHT, THEY MUST KNOW THE FRATERNAL INDUSTRY AND CAMPUS ADMINISTRATORS WILL SUPPORT THEM.”**

When considering how to best remove hard alcohol from the fraternity and sorority community, student leadership and shared governance is an essential component for successful implementation of any ban. Students understand the social culture and environment better than most administrators, and they must be engaged in candid and honest conversations about challenges and potential solutions. Peer observation teams, medical amnesty programs for individuals and organizations,

[1] NIAA (n.d.). Drinking levels defined. https://www.niaaa.nih.gov/alcohol-health/overview-alcohol-consumption/moderate-binge-drinking

student-led accountability processes, and common-sense prevention policies are extremely effective when students have the capacity, support, and infrastructure in place. Students also need the tools and support from administration to empower them to act. Without this support they will likely succumb to social pressures and be rendered ineffective. If the goal is for students to lead the fight, they must know the fraternal industry and campus administrators will support them.

Medical amnesty and "Make the Call" programs are an extremely effective tool for preventing serious injury and death, and most students are willing and able to act appropriately when situations arise. Working with campus police and student conduct administrators to craft and implement a medical amnesty policy for both individuals and chapters creates a culture of care within student leadership, and empowers them to recognize students in crisis and act appropriately to save lives. Medical amnesty programs create a buffer between leaders and the members that want to conceal medical emergencies for fear of potential conduct action. Medical amnesty can be an important corollary policy to implement as a supplement to efforts to ban hard alcohol.

The social and environmental context will also change drastically once students and chapters begin implementing policies prohibiting hard alcohol and medical amnesty programs. Logically, one could assume the number of medical transports for alcohol poisoning would be drastically reduced. In the early stages, however, that is often not the outcome. While chapters may eliminate hard alcohol from chapter events and facilities, they cannot control what their members and guests do externally. Thus, many students will continue to find opportunities to consume large amounts of hard alcohol prior to attending events.

The nature of police and incident reports change from students over-consuming at chapter events to students over-consuming in their residence hall rooms or at off campus locations prior to attending events. Therefore, chapters become responders to medical emergencies rather than the cause of said emergencies. This empowers students to improve event management practices by observing members and guests during check in, keeping time in/time out records, and focusing on monitoring with an ethic of care and concern for their fellow students. The frequency and quantity of medical transports may remain static in the short-term, but the responsibility for medical transports will shift from organizational to individual. This is not the end goal, but it is an important step toward building student capacity and a culture of health and safety.

Building capacity within chapter leaders and governing councils is an essential component to effective governance and peer accountability teams. Governing council leaders should be equal shareholders in conduct processes from the beginning. For example, council leaders should meet regularly with conduct administrators to review incident reports, peer observation reviews, and police reports to determine investigative priorities and potential conduct action. This process will inform student leaders of the issues, and build capacity to address them. When student leadership has a full understanding of the issues and the processes in place to address issues they rarely fail to respond appropriately. Administrators need to believe in the ability of student leaders and commit to building their personal and institutional capacity.

Peer monitoring programs, student conduct boards, and governing council leadership are often labeled as ineffective, but few are given the time and attention necessary to cultivate a positive shared governance model. Students involved in these processes need to be recruited, trained, and empowered to execute a complex and difficult set of objectives. Critical thinking and confrontation skills are essential, and need to be developed by advisors for shared governance processes to be effective. Students should learn the complexities of the industry to ensure they are not demoralized by circumstances and outcomes that don't meet their personal expectations. For example, conduct processes that empower students will likely become advocates for organizations that place the health and safety of their members and guests above the chapter, but these same leaders are unforgiving of organizations that jeopardize health and safety to conceal behavior. The more administrators and advisors pull back the curtain and show students how things work the more invested and committed they are in accountability processes.

Throughout the implementation of hard alcohol policies, shared governance models, and increased educational initiatives, campus professionals and student leaders also need to build capacity among community stakeholders. Engaging and educating alumni, volunteers, law enforcement, wellness educators, and first responders to help them understand the social and environmental culture will create clear expectations and powerful advocates within the community. Cultivating and maintaining these partnerships must be a priority in the effort to remove hard alcohol from the fraternal experience.

Success depends upon many stakeholders – student, volunteers, and administrators – committing to monitoring, accountability, education, and evaluation, in order to continually adapt, adjust, and improve organizations and processes. John Wooden said, "The more concerned we become over the things we can't control, the less we will do with the things we can control." The ability to effectively remove hard alcohol from the fraternal experience is something that these organizations and campuses can control. These efforts will take an ongoing commitment, and an ability to control the processes we use to educate, empower, and transform the students and communities we serve.

AUTHOR

Brandon J. Cutler
Purdue University

Brandon Cutler has served the Purdue Fraternity, Sorority and Cooperative Community since April 2013. As the Associate Dean of Students and Director, he provides leadership for all areas within the Fraternity, Sorority and Cooperative Community. Brandon received his bachelor's degree in Agriculture Studies from Iowa State University and master's degree in College Student Personnel from Western Illinois University. He previously served as the Assistant Director of Greek Affairs at Kansas State University and Assistant Director of Student Life/Director of Greek Life at Ball State University. Additionally, Brandon serves as the Order of Omega Mid-America Regional Chapter Director and is member of the Theta Chi Fraternity.

"ADMINISTRATORS NEED TO BELIEVE IN THE ABILITY OF STUDENT LEADERS AND COMMIT TO BUILDING THEIR PERSONAL AND INSTITUTIONAL CAPACITY."

INTERVIEW WITH BRIAN WARREN

A number of inter/national fraternities have recently announced new measures regarding the role of alcohol in their organizational activities. One organization has been particularly outspoken in their efforts to remove alcohol from their residences and activities. In November of 2017 Sigma Phi Epsilon announced new measures to remove alcohol from all chapter facilities. In the announcement Executive Director Brian Warren said "For SigEp, there can be no more discussion about maintaining that status quo. Fraternities must change."

Perspectives had an opportunity to sit down with Brian Warren to learn more about how that change might materialize. Our conversation provided some insight on what has led us to this point, and what we might expect in the future as fraternities continue to grapple with issues related to alcohol abuse and misuse.

PERSPECTIVES: Addressing alcohol issues within our organizations is not a new topic, what value do you see in speaking out about this now in the way that you have?

Brian Warren: Yes. SigEp's substance-free facilities decision has received a lot of attention; but, we didn't approach this as an opportunity to speak out.

We've talked about being a valued partner in higher education for years. Our substance-free facilities decision is an important step in an ongoing effort to create a "new normal" for fraternities.

In 1991 we launched our Balanced Man Program. The program is designed to eliminate hazing and replace that destructive behavior with programming that instills purpose and perspective our young men can rely on for the rest of their lives. It reinforces academic excellence, empowers them to lead with integrity, promotes physical health and mental wellness, and prepares them for successful lives and careers. Substance-free facilities will complement the BMP by creating a safer environment designed to engage faculty, alumni, parents, and other volunteers invested in the success of our undergraduate brothers.

PERSPECTIVES: What was your decision making process? How did you come to your final decision to make a statement?

Brian Warren: All of our decisions have been supported by data and anecdotal evidence. Last academic year, 75 SigEp chapters houses were operating with some form of substance-free policy. When we compared the performance of our substance-free facility chapters to those that were not, it was clear that the substance-free chapters had higher academic performance, higher retention rates, fewer student safety incidents, and were receiving more campus awards. At our most recent convention, our undergraduate legislative body wanted to take a bold stand that reaffirms SigEp's values and priorities. Our undergraduate leaders voted to adopt a fraternity-wide substance-free policy.

PERSPECTIVES: What are you trying to accomplish?

Brian Warren: We are trying to accomplish what we have been for decades — helping men strengthen their character, develop healthy relationships, build leadership and interpersonal skills, and confidently apply their academic knowledge to real-life situations. We believe that this policy is another logical step toward creating a culture that prioritizes personal development and growth.

A culture centered on alcohol does just the opposite — it instills debilitating habits and offers an environment in which young men struggle to have meaningful interactions and develop healthy, life-long relationships.

PERSPECTIVES: The simple question, yet the difficult question we have all pondered here is that of what will actually work? How can we prevent alcohol abuse in our chapters?

Brian Warren: Social psychology tells us that behavior is a product of people and their environment. For fraternities, that means the way we recruit, who we retain, and what environment we place them in will determine chapter behavior.

The behavior depicted in news headlines tells us something needs to change. For SigEp, and I assume other fraternal organizations, almost all insurance claims involve alcohol; 90% of members living in a chapter home are under the age of 21; and the chapter house is the embodiment of chapter culture. Shouldn't that combination of facts guide us to a very easy decision?

Fraternities today have grown far too comfortable with attempting to solve behavioral issues without confronting the role of their environment. This isn't working. Many chapters are saying one thing and doing another, oftentimes with disastrous results.

PERSPECTIVES: Critics of alcohol-free housing will say you are just moving the problems elsewhere. How do you respond to that?

Brian Warren: Talented and promising young men are already refusing to join fraternities because of the archaic behaviors that repeatedly lead to tragedy. Many of our chapters are filled with men who never thought they would be Greek. So, I refuse to believe that students or chapters are incapable of changing. I believe that our students have a great potential for change if we put them in an environment which sets them up for success.

PERSPECTIVES: Sigma Phi Epsilon has been reaching out to other organizations as well. Why are you doing this and what do you hope they will do in response?

Brian Warren: We're trying to form a coalition of groups that are committed to creating a new normal for fraternities. It's hard for an 18-22 year-old student to consistently do things differently than everyone else around him. They're worried about their reputation as they push back on "traditions" that are killing people.

They've asked me and SigEp's national directors to reach out to other fraternities and get their commitment to going down this path with us.

Together, I hope we can change things. I hope we can save lives while providing an experience more relevant to our values and the mission of higher education.

Brian Warren, *Sigma Phi Epsilon*

Brian Warren serves as Sigma Phi Epsilon's chief executive officer. Brian is an alumnus of the University of Virginia, where he received degrees in foreign affairs and East Asian studies. Upon graduation in 2004, Brian began his work with SigEp – first as a regional director, then as director of learning communities and later as director of fraternity operations, responsible for all chapter services and the development of all new chapters. In January 2010, he became SigEp's executive director as well as secretary-treasurer for SigEp National Housing. In 2013, SigEp's National Board of Directors and Educational Foundation Board of Trustees promoted Brian to the position of chief executive officer. Since 2015, Brian has steered the national Fraternity as it implements groundbreaking legislation by undergraduate brothers to remove pledging from the member experience and establish substance-free chapter houses.

Graduate

TRAINING TRACK

Endowed by Michelle Guobadia

"No longer can we leave the future of our profession up to chance. We have to make the investment in the ones that are coming behind us, provide sound and useful resources, and most importantly, provide the mentorship for what lies ahead. The future success of the fraternity and sorority community is in large part a direct result of the competence and training of our professionals. The Graduate Training Track is the foundation of that success."

Michelle Guobadia

(FUTURE) PROFESSIONAL PERSPECTIVES

At the 2017 AFA Annual Meeting, 56 graduate students participated in the Graduate Training Track: Passion. Perseverance. Grit. Do you have it? This engaging and thought-provoking experience was made possible by an endowment from Michelle Guobadia, Associate Dean of Students and Director for Fraternity and Sorority Life at University of North Carolina, Charlotte and past member of the AFA Board of Directors. The program allowed for participants to develop stronger self-awareness to cultivate better relationships, assist with personal and professional development, and encourage resiliency as they prepare to enter the fraternity and sorority industry as a professional.

After a successful Annual Meeting, several of the Graduate Training Track graduates have shared their experiences and what the program meant to them.

CONTRIBUTORS:

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afa: *What was your biggest take-away from the Graduate Training Track (GTT)?*

- **Audrey Graser:** Working in fraternity/sorority life is a combination of passion and grittiness. You need to have the passion for the work while celebrating small successes and seeing the bigger purpose of why you are in the field in order to have a long and successful career.
- **MJ Abdullah:** I have two big takeaways from the GTT, and I unfortunately can't decide which one ranks highest. The first would be the Predictive Index (PI) assessment. While the GTT wasn't centered on this aspect, the assessment has proven to be incredibly valuable in conversations I've had with other graduate students as well as the professional fraternity/sorority affairs staff here on my campus. The second would be the networking between graduate students. Being able to connect with people in the same or similar position as me this early on was phenomenal. Especially since the hope is our cohort stays within the field and becomes the next generation of fraternity/sorority life professionals, making these connections so early on is a great help.
- **Frederick Dixie Jr.:** My biggest take away from the GTT was the power in networking! Because fraternity/sorority life is such a relationship-based field, it is important to maintain and create mutually beneficial relationships with both campus based professionals and headquarters staff. These are the relationships that help sustain grads in the field, and it offers us a strong resource to draw upon when mentorship is needed.
- **Kyle McCoil:** For me, it was the importance of establishing and maintaining my professional network. The GTT encouraged me to make intentional decisions while at the AFA Annual Meeting to network with professionals in the field and with other graduate students as well.
- **Will Cangialosi:** My biggest take away was to figure out what my story is as a fraternity/sorority advisor. While advisors do similar jobs, everyone brings a different skill set to the table. This program emphasized how vital it is to know your own story and to use it as a guide when advising students and answering interview questions.

afa: *In what way do you believe GTT will influence your career trajectory?*

- **Audrey Graser:** GTT allowed me to find a cohort of like-minded graduate students in the field from all across the country. We immediately created a GroupMe between us and began reaching out during the conference. It's great to find future colleagues who can help support me as we enter the field.
- **MJ Abdullah:** The GTT definitely positively impacted my career trajectory. The conversations had, and connections made, have already benefited my professional development. Additionally, the conversations around job searching were great. While I'll be more in-tune with that at the next conference, it was valuable to begin those conversations now.
- **Frederick Dixie Jr.:** The GTT influenced my job trajectory by allowing me the opportunity to network with people who will help me grow in the profession. We discussed how fraternity/sorority life has a high turnover rate, but it was refreshing and reaffirming to spend time with people who have a passion and strong commitment to fraternity/sorority life.
- **Kyle McCoil:** I believe that the GTT has reinforced my desire to work within fraternity/sorority life in my future career. After attending, I have started to consider the differences between a career as a campus based professional and a career working with an inter/national headquarters. Although I am leaning more towards a career as a campus based professional, I am now more open to the idea of working with fraternity/sorority life in a different capacity. Overall the GTT has had a positive influence on my career trajectory.
- **Will Cangialosi:** I think this helped prepare me for the job search in fraternity/sorority life and overall higher education fields. The mock interview experience has helped me think critically about how I answer questions in an interview setting.

afa: *How will the GTT experience impact your professional network?*

- **Audrey Graser:** GTT gave me an instant cohort of graduate students to grow with. Additionally, I connected with one of the facilitators, and she sort of took me under her wing by connecting me with individuals and job opportunities. I gained the confidence to approach people and add them to my network because of this program.
- **MJ Abdullah:** My professional network definitely exploded as a result of GTT and AFA as a whole. Graduate students in GTT have already established lines of communication and have discussed various topics and called for suggestions, recommendations, and best practices. Everyone was so nice and friendly, and that helped the entire conference hold a happy, friendly kind of vibe.
- **Frederick Dixie Jr.:** The GTT impacted my professional network by allowing me to meet a diverse group of graduate students from all over. I appreciated the time we got to spend at the conference navigating and exploring it together, and we were able to discuss challenges we face as graduate students and how we can support each other.
- **Kyle McCoil:** The GTT allowed me to network with many other graduate students who are in similar internships and have similar career goals as me. I was also able to get contact information from many other graduate students and have already benefited from those relationships. GTT placed a clear importance on networking, and as a result, I was more intentional about making professional connections throughout the AFA Annual Meeting. This is my first year as a graduate student at the University of Michigan, and my first time in the midwest in general. I completed my undergraduate degree at the University of South Carolina, and as a result, my professional network was limited to that area. The GTT allowed me to expand my professional network which will potentially help me with future job searches.
- **Will Cangialosi:** Through the program, I had the chance to meet many different professionals in the field. I have been able to connect with new, midlevel and seasoned professionals that have taken the time out of their AFA experience to get to know me and provide me with advice as I move into the job search.

afa: *Do you feel GTT was reflective of your graduate work?*

- **Audrey Graser:** Yes, in some ways. My graduate assistantship is outside of fraternity/sorority life, so it was new to focus specifically on this functional area, but the topics covered were similar to what I have studied in my graduate program.
- **MJ Abdullah:** GTT and its focus fell in line phenomenally with my graduate work. Between topics put forth by facilitators as well as discussion brought forth by participants, I was able to apply knowledge almost immediately in a way that proved to be beneficial to the work I do on my campus.
- **Frederick Dixie Jr.:** Yes! The GTT made me value everything that I have learned so far both in my graduate program and in my assistantship in fraternity/sorority life. It was a good feeling having the ability to relate to both graduates and professionals based upon my experiences that I brought from Southern Illinois University Edwardsville.
- **Kyle McCoil:** As a master's student in higher education, and as the graduate intern in the Office of Greek Life at the University of Michigan, I felt GTT was very reflective of my work as a graduate student. The use of the PI was specifically useful when considering how I interact with students in my internship and with others in my graduate program.
- **Will Cangialosi:** GTT allows you to use the knowledge you have learned in your grad school in multiple settings. Also, the Order of Omega Case Study competition allowed me to think critically and creatively using their understanding of theory and my own experience to create a solution to a common fraternity/sorority life problem. Participating in this program has improved my ability to tackle systemic issues both in theory and real life.

afa: *How could you use what you learned during GTT back on campus?*

- **Audrey Graser:** The PI was the main aspect that I can bring back to campus. Understanding myself better, I can bring this to my work, my classes, and my personal life.
- **MJ Abdullah:** The PI assessment has already been a great tool. Working with my immediate supervisor, we've had conversations about maximizing my strengths and compensating for weaknesses (in a healthy way). I've continued conversations with multiple peers comparing my campus community to their own and sharing ideas. I also very much intend to keep in touch with the professional contacts as their knowledge and expertise will prove very valuable as I deal with my own circumstances as a young professional on a campus.
- **Frederick Dixie Jr.:** I started by talking with my fraternity/sorority life office on how the GTT was impactful. The PI assessment helped both myself and my office understand my strengths and areas of growth more. It also helped me in my interaction with my students by teaching them how I function.
- **Kyle McCoil:** I believe I can use the PI results to better understand myself and how I can most effectively interact with others. This insight is important when working directly with students across the many different councils and when working with students or coworkers in a group setting as well. The GTT also gave me a lot of tips for pursuing jobs after I graduate.
- **Will Cangialosi:** So far, it has helped me improve career skills and provided me with career tips to use with my undergraduate students who are transitioning out of college. Additionally, hearing the feedback from professionals has caused me to reflect on how I provide feedback to my students. The input I now offer to students is more detailed, constructive, and presented in a positive manner.

Being part of the Graduate Training Track at the AFA Annual Meeting was such a valuable experience. I was so nervous to attend the Annual Meeting for the first time. Walking in, I was surrounded by professionals in my field that I looked up to. Professionals that I read about, wondered how I could be as successful as them, and thought I would never meet.

The GTT offered me the opportunity to learn from these professionals, talk to them one-on-one, and make connections. I felt so important being able to learn from these professionals the first day of the Annual Meeting. After the training, I had a handful of professionals who helped me through the weekend. They introduced me to people and connections I was anxious to meet, and they gave me the most valuable advice and pieces of information that I benefited from so much. This track gave me the resources I needed as a new professional and made me feel completely ready for the weekend ahead.

The GTT made me feel valuable and comfortable being at the Annual Meeting and in this profession. I want to thank all of the professionals, volunteers, and especially Michelle Guobadia, for making this experience possible. The Graduate Training Track was one part of the AFA Annual Meeting that I will never forget.

Sarah Cramer
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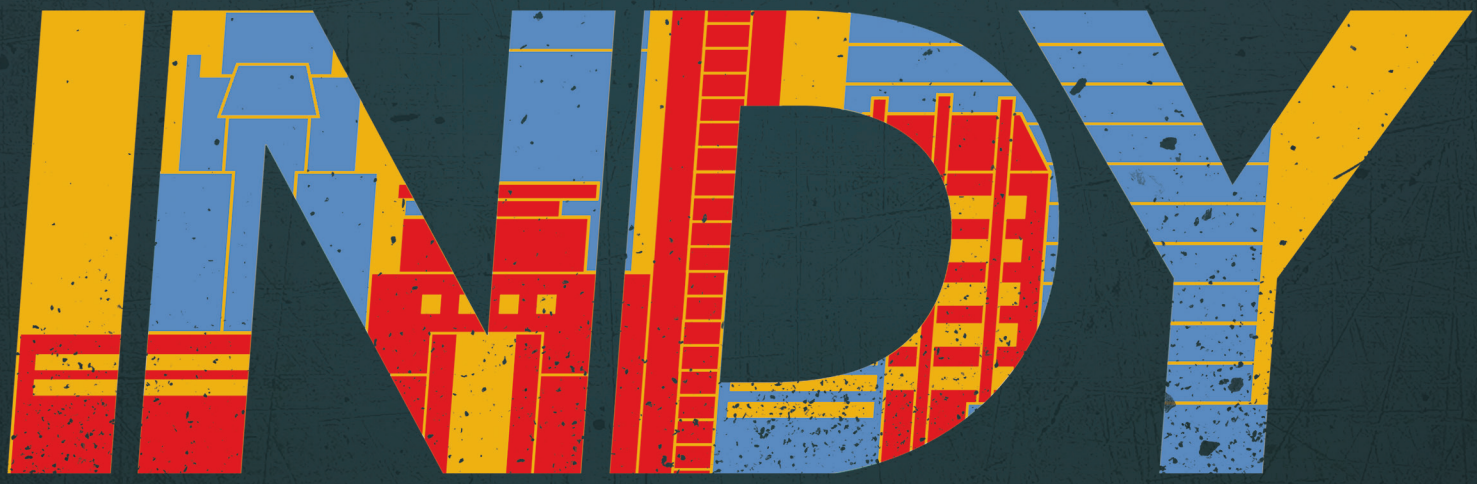
SAVE THE DATE



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